

The Community Resource Kit

Guidance for people setting up and running community organisations



Section 2

Planning

THE COMMUNITY RESOURCE KIT

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Introduction

Why plan?

A plan is like a recipe – it gives you the ingredients and their quantities, how to put it all together and in what order so that you get what you envisioned. Planning can be simple or detailed, depending on the size and purpose of your group. Good planning enables you to clearly describe to people outside the group your intentions, goals and progress.

A plan enables your group to:

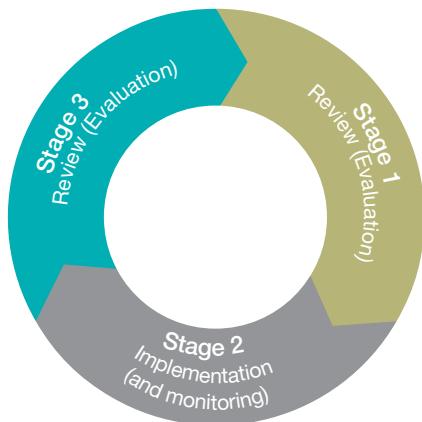
- go forward as a cohesive organisation with one vision
- be clear about whether you are achieving your goals or not
- be credible to others outside the organisation
- identify difficulties that can then be avoided.

What's in this section?

The planning and evaluation processes are basically the same regardless of the type of plan you're developing (see **Figure 1**).

This section links to *Section 1 – Getting Started*, *Section 3 – Organisational Structures*, *Section 7 – Financial Management* and *Section 11 – Communications*.

Figure 1: Planning/Evaluation Cycle



Types of plans

There are different types of plans and each is dealt with below or elsewhere in this information. It depends on the size of your group or project whether you do them all or just some of them.

Table 1: Types of Plans

| Type of plan | Description | Timeframe | Responsibility |
|---|---|--|---|
| Strategic plan | <ul style="list-style-type: none">looks at the kaupapa (principles or philosophies) and long-term outcomes of the groupsets the overall vision/mission and broad strategic direction of the groupsets out how to achieve these outcomes. | <ul style="list-style-type: none">3-10 yearsperformance measured annually | Governing body (the committee/board) |
| Operational plan/business plan (also called annual plan) | <ul style="list-style-type: none">more detailed plan – the steps to make the strategic plan happenincludes SMART objectivesmonitored at regular (monthly/quarterly) meetingsmay include sub-plans e.g.<ul style="list-style-type: none">– financial plan, budget, funding calendar, etc.– marketing plan– communications plan. | Annual | Management (with people nominated for each of the action steps) |
| Project plan (or action plan) | A detailed plan — event management or project management. | One-off, as required | Management (usually with a project manager) |
| Financial plan | Includes a budget and forecast (see <i>Section 7 – Financial Management</i>). | Usually annual | Treasurer (with other people in the organisation) |
| Communications plan | For the communication activity of the group, or for a specific project or programme (see <i>Section 11 – Communications</i>). | For the group as a whole and for specific projects | Management |
| Marketing plan | Linked to the operational plan — focus on how your group reaches its market(s), including current and potential members as well as the wider community/clients. | Annual – links to operational plan and communication plan | Management |

Any plan is a living document that is developed and regularly reviewed and modified. As your organisation changes and grows, your group must meet the changing needs of your community.

SMART = Specific, Measurable, Achievable, Realistic and with a Timeframe

Strategic planning

The process

New groups

Strategic planning involves defining what you want your group to achieve and making decisions on the best way to get it done. Your strategic plan should answer at least one of three questions:

1. What do we do?
2. Who do we do it for?
3. How do we excel?

Once you decide to set up a new group, get together to write your strategic plan. Do it in two or three brainstorming sessions so you have time to pause and reflect on your progress. Your strategic planning process should cover the following:

- Define your vision, purpose or mission, and values/principles (your kaupapa and tikanga).
- A plan of how to get there – set the more specific goals (or outcomes) and strategies, keeping the list to a maximum of three goals or intermediate outcomes. This will lead into the operational plan, which can be done at the same time.
- An environmental scan (see below) – look at what's currently going on in the wider community and any future plans that may affect your work.
- PEST/SWOT and stakeholder analyses (see below) – what might help or hinder achieving your mission.

Tip: If possible, get an experienced, impartial chairperson to facilitate the planning sessions. This will help identify issues people within the group might miss. Also make sure you record the sessions on paper, a whiteboard or computer for future reference.

Established groups

An established group should review plans on a regular basis. Start with your group's mission statement and objectives. These should be set out in your constitution and possibly in previous strategic plans. If your mission statement and objectives haven't changed since you wrote them, there is a formal process for updating your constitution (see *Section 3 – Organisational Structures*).

Mission vs vision

A mission statement answers the question: 'Why do we exist?'

Your group's vision focuses on the long-term goal and a vision statement answers the question: 'What do we want to achieve?'

For example, the mission of Volunteering New Zealand is: 'To create an environment which supports, promotes, values and encourages effective volunteering by the people of Aotearoa New Zealand.'

The vision of Volunteering New Zealand is 'communities where volunteering is recognised and respected and advances the common good'.

<http://www.volunteeringnz.org.nz/>

Strategic planning tools

Situational analysis

A situational analysis identifies what's happening in the wider community, and what trends or developments might influence the direction and goals of your organisation.

Look at a wide range of issues, such as transport and housing developments, population trends (migration, ethnicity changes, changing demographics, etc.) and employment trends (both local and national).

Some sources of information for carrying out your environmental scan are:

Public information

- Local authorities are required to develop Long-Term Council Community Plans (LTCCPs) (for Auckland Council a Long-Term Plan) and to facilitate Community Outcome Processes (COPs), where communities identify the social, economic, environmental and cultural outcomes they want for their own well-being. Long-Term Plans include regional profiles, which will have information about your community. Much of this information can be found at Community Outcomes: <http://www.communityoutcomes.govt.nz/> .
- Local authorities have a range of other relevant information regarding future developments, trends, etc. Much of this can be obtained from their individual websites. Visit Local Government Online: <http://www.localgovt.co.nz/> .
- Family and Community Services within the Ministry of Social Development (MSD), has developed Local Services Mapping (LSM) material that helps communities identify and address their social services needs – <http://www.familyservices.govt.nz/> .
- A wide range of statistical information about people and communities, population, work and income is available from Statistics New Zealand: <http://search.stats.govt.nz/nav/0> .

Informal information

- Brainstorm as a group; you will have a lot of local knowledge.

Your situational analysis will reveal lots of information, so analyse it as you go. Try to filter out the information that isn't relevant to your group's goals and keep what is relevant. That will help you develop strategies that fit your community.

PEST analysis

A PEST analysis is a specific example of a situational analysis in which you consider the:

- political
- economic
- social and
- technological

factors that might affect your organisation, but which are outside your control.

To do a PEST analysis:

1. Under each of the PEST headings, make a list of what factors could affect your community group.
2. Consider how these factors might affect your group.

This information will then feed into the SWOT analysis (below).

SWOT analysis

A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis is a tool for identifying the factors that will affect your organisation, both internal (which you can influence) and external (which you can't).

To do a SWOT analysis:

1. Start by specifying your group's or project's objective.
2. Draw up a SWOT analysis template (see **Figure 1**) on a large sheet of paper or whiteboard.
3. Complete the template by writing down the internal and external factors that will have an impact on achieving your objective.
 - The PEST analysis will provide you with information about the external factors — the 'Opportunities' and 'Threats'.
 - The 'Strengths' will be the skills, attributes or resources of your group that will help you attain your goal, and the 'Weaknesses' are the factors that might hinder you (these are things you can work to improve).

Figure 1: SWOT analysis template

| | | |
|---|---------------|------------|
| Internal factors (things about your group) | Strengths | Weaknesses |
| External factors (things outside of your group) | Opportunities | Threats |

Stakeholder analysis

A stakeholder is someone who has a direct interest in the services your organisation provides. A stakeholder can be a client, a volunteer in your organisation, or another organisation that uses your services.

A stakeholder analysis lists the people or organisations that could have an effect on your group and identifies the nature of their impact (see Figure 2). You can use this information when developing your strategic plan, because it allows you to determine the different needs and expectations of your stakeholders. It's also vital to your communications plan (see *Section 11 – Communications*).

To do a stakeholder analysis:

1. Draw up a stakeholder analysis map on large sheet of paper or whiteboard

Figure 2: stakeholder analysis map

| Stakeholders | Role/ relationship | Influences | Inter- relationships | Strategies/ management |
|---------------------------------------|-----------------------|------------|-------------------------|---------------------------|
| Community Groups: 1. 2. etc. | | | | |
| 'Clients' / community | | | | |
| Funders | | | | |
| Neighbours | | | | |
| etc. | | | | |

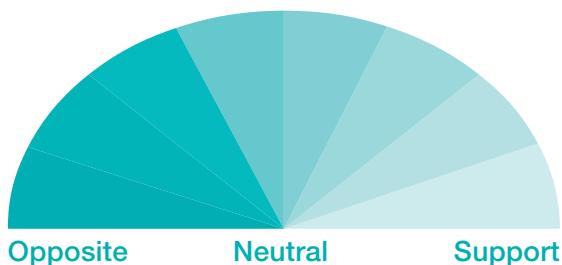
2. In the first column, 'Stakeholders', list all the people and organisations that have an interest in what you're doing. Include:
 - the people you are working with, and providing services to
 - other community groups in the area – whether you work together, and/or refer people to more appropriate services
 - the people in your organisation – staff, volunteers, committee/board members
 - funders (actual and potential).
3. In the second column, 'Role/relationship', write down what each stakeholder's particular role or relationship is with you.
4. In the third column, 'Influences', write down what is the influence of each stakeholder (see also the 'force field analysis' below).
5. In the fourth column, 'Inter-relationships', write down any inter-relationships that may be useful, such as with people involved in different groups, or personal relationships with stakeholders
6. In the last column, 'Strategies/management', write down the implications of this stakeholder relationship for your group and what you will need to do to make the relationship work (if possible). Doing a force field analysis will help you complete this last column.

(Adapted from Toolkit for Managers, Public Health Networking Project).

Force field analysis

In a force field analysis you put your key stakeholders on the ‘force field’ according to whether they support, oppose or are neutral about what you’re doing (see **Figure 3**).

Figure 3: Force field analysis template



Develop strategies to build your support and manage your opposition by:

- getting your supporters more actively involved in helping you
- bringing the neutral groups or people on board e.g. by talking to them directly
- targeting your opponents such as by building positive relationships or strategically opposing them.

Record these strategies in the last column of the stakeholder analysis map (see **Figure 2**).

Drawing up your strategy

When you have completed your strategic planning, you should be able to draw up a final strategic plan for your group. It should consist of goals and a roadmap for achieving those goals. Try to keep it short by choosing 3-5 key priority areas that you will follow up with realistic actions. When you have finished, give everyone in your group a copy or put it up somewhere where everyone can see it. You've a much better chance of reaching your goals if all the members of your group are clear about what the goals are and what you need to do to achieve them.

To see some examples of community organisations' strategic plans, visit:

- Volunteering NZ – <http://www.volunteeringnz.org.nz>
- Maori Community Health Worker Network – <http://mchw.net/21.html>
- ASB Community Trust – <http://www.asbcommunitytrust.org.nz/>
- Volunteering Auckland – <http://www.volunteeringauckland.org.nz/>

Operational planning

An operational plan is the yearly business plan for the group. It has a more immediate focus than the long-term outlook of the strategic plan and is more specific about:

- the actions your group will take towards your goals for the year
- who is responsible
- how long it will take to achieve your goals or finish your project
- what resources you need
- the progress you are making.

An operational plan also makes it easier to draw up regular progress reports for your management committee or board.

How to develop an operational plan

To develop an operational plan:

1. On some sheets of paper or whiteboard, draw up various templates as follows:

Figure 1: Operational Plan Template

Operational Plan for _____

Figure 2: Stakeholder Analysis Map

| Mission Statement: | | | | |
|-----------------------------|-----------------------|-------------------------|-----------------------|-------------------|
| Goal/(Intermediate Outcome) | | | | |
| Actions/Activities | Responsibility (who?) | Completion date (when?) | Resource requirements | Monitoring/Update |
| 1 | | | | |
| 2 | | | | |
| etc | | | | |

2. Record your 'Mission Statement' in the top box.
3. Record your 'Goals' in the second box. Use a separate sheet for each goal.
4. List the main activities and action steps in the first column.
5. State who is responsible in the second column.
6. State when this task should be completed in the third column.
7. List what resources are required in the fourth column.
8. Use the last column to keep track of the progress you are making.

Project management/planning

Project management/planning refers to separate, distinct projects, events or programmes. These will link to the actions or activities in your operational plan for the whole organisation.

Project management applies to managing smaller, community-based projects as well as major projects. Any project can be divided up into four distinct phases:

1. Project initiation (or start-up)

This is where you work out what you aim to achieve, the resources you'll need to do it and how you'll know you've been successful. The project's terms of reference set out the overall reasons for, and scope of the project.

The terms of reference document includes the following:

- Name of the project
- Project manager – have one person responsible for co-ordinating and managing the project to reduce the risk of too many people, each with their own ideas, all trying to influence things
- Project objective – the end goal you hope to achieve and why it is being done
- Project deliverables – the specific things you want to achieve
- Project scope – what's included and what's not. Be clear about what you want to happen and what you'll need to leave out
- Project inter-dependencies/relationships – what other projects will affect, or be affected by, this project
- Resource requirements – including time and money
- Overall project schedule and deadlines – when it is to be completed
- Risks – what might threaten the project (see separate section on 'risk management' below).

2. Project planning

This is the 'what, where, when, who and how' stage of project management. In this stage you work out the detailed tasks to be done and map it out on a project schedule or GANTT chart (see **Figure 1**). www.ganttchart.com

To create a project schedule (or GANTT chart):

1. On a whiteboard or large piece of paper, draw up the following template:

Figure 1: Project schedule (or GANTT chart)

| Task (examples only) | Responsibility | Feb | March | April | May | June |
|--------------------------|----------------|-----|-------|-------|-----|------|
| Develop the project plan | | | | | | |
| Obtain sponsorship | | | | | | |
| Finalise programme | | | | | | |
| Print programme | | | | | | |
| etc | | | | | | |

2. List the action steps (tasks) down the left-hand side.
3. Next to each action, write the name of the person responsible.
4. Mark on the calendar the deadline for each step, and the length of time the step will take. Note the inter-relationships between the steps – you may see critical periods when a number of things are scheduled to happen at the same time.
5. Keep track of progress against the plan.

You can also include the following plans and documents:

- risk register and management plan (see ‘risk management’ later in this section)
- communications plan (see *Section 11 – Communications*)
- budget (see *Section 7 – Financial management*).

3. Implementation phase

This is the action stage of the project. How much monitoring you do depends on the scale and complexity of your project. As you put your plan into action

- have a system to monitor progress, budget/expenditure and risks
- have a system to approve changes to the scope of the project
- produce regular (e.g. monthly) reports for your management committee or board including:
 - progress against the project plan, especially noting any delays
 - financial update
 - any communication (correspondence and media queries) about the project
 - any significant risks and how you plan to manage them.

On larger projects, or in larger organisations, it is common to have a formal change management process where changes to a project are introduced and approved. For this there are a range of other forms and registers, such as an issues register and project change request forms that need to be signed off to approve changes.

<http://www.change-management-toolbook.com/>

Tip: Be prepared to run into some unforeseen issues that might mean the project will take longer, cost more and/or not be up to the quality you'd hoped. You may have overlooked an important item when you defined the scope, and now need to include it. Don't panic – it's often just a case of keeping track of these issues and adjusting your actions accordingly.

4. Project closure

This is the last stage of the project. In many situations there will be some ongoing work to do, such as offering continuing support to your community or maintaining a resource you have developed. This stage will quite often merge with your group's regular activities.

There are four things to do in the project closure stage.

1. Evaluate the project, checking:
 - whether the project met its objectives
 - how well it was run, and
 - what you learned that may help future projects — consider what worked well and any difficulties you faced.
2. Write a closure report to record the project's completion.
3. Tidy up any loose ends, making note of what needs to be carried over into regular business.
4. Celebrate – take a moment to celebrate the completion of the project. You've earned it!

Marketing plan

A marketing plan forms part of the wider operational planning. It identifies how you will find out more about your customers' needs, how you will develop services to match their needs, and how you will let them know about your services.

(See also Section 11 Communications)

Essential elements of a marketing plan include:

1. Service description – explain exactly what it is you are marketing e.g. is it the organisation as a whole or a specific service?
2. Situational analysis – briefly summarise the current situation saying why your community or clients need the service
3. Service analysis – find out if there are other groups in your community offering the same or a similar service. How would your group fit in? Use your local knowledge and the Local Services Mapping resources to help you.
4. Target market(s) – at whom are your programmes directed? Usually this is a client group with specific needs. Identify who is mostly likely to be interested in your service and what are their demographics – age, gender, ethnicity?
5. Marketing objectives – specify what you want to achieve by using a marketing plan. These objectives should be realistic and measurable (with timeframes and specific outcomes and key messages).
6. Marketing strategies – based on all the information you've gathered, state the main strategic approach you'll take to achieve your marketing objectives
7. Pricing – will you charge for your service? If you do, will it be a flat rate or a sliding rate, dependent on income, etc?
8. Strategic alignments – look at what other organisations you could work with to help achieve your objectives
9. Promotional activities – detail the specific things you will do to implement the plan, mindful of your target audience and which media fits that audience. Is this project for the group, the greater community or the nation?
10. Budget – give details of the total budget for the plan and how it will be spent
11. Performance measures – identify how you will measure your objectives and who will do the measuring. You may want to measure things such as customer satisfaction or service usage using tools such as customer surveys.

(Adapted from *Developing a Marketing Plan*, Te Papa National Services).

Feasibility studies

As stated earlier, many community projects and programmes start with the imagination and passion of a person, or group of people, wanting to make a difference in the community. A feasibility study is a good reality check, giving you some information about your chances of success, and possible pitfalls.

A feasibility study helps the members of your group identify:

- What programme or project the group wants to accomplish — this is beyond an individual's or group's vision and focuses on the wider change you are seeking to make in the community.
- Is there a need in the community for your idea, for the project or programme? How many people are affected or will benefit? Can you link up with existing groups or programmes? What level of community support is there for your idea?
- If there is a need, what will it take to make your idea become a reality? What resources will you need and what challenges will you face?

(Adapted from *Starting a New Programme*).

http://www.help4nonprofits.com/NP_START_IsItFeasible_Art.htm

The focus of a feasibility study is on fact-finding and getting answers to the questions above. Ask all the people whose advice might be helpful, whether you know them or not, including potential clients, supporters and partners. Getting a wide range of opinions will enable you to better decide whether, and how, to proceed with your project. If you decide to go ahead, you can use the information you gathered in the feasibility study to help with your operational and project plans.

Tip: In all likelihood you will be biased in favour of your idea, so getting an independent person to check or oversee the feasibility study will make it more credible. You will then be able to use it when you start raising funds.

Risk management

A risk is a future factor or event that could negatively affect the project, service or programme you are planning. Risks have two main aspects:

1. Probability – the likelihood of a particular risk happening
2. Impact – the likely consequences of the event if it did happen.

In all aspects of life there is some risk, so we have to be willing to work with it. The purpose of risk management isn't about totally avoiding risk but rather identifying and understanding the risks so we can better plan to deal with them.

http://www.risksociety.org.nz/what_is_risk_management/

Identifying risks

The best way is to get together as a group and brainstorm the question: ‘what could possibly go wrong?’ Look at all areas of your operation that could be affected, such as your objectives, the people inside and outside your group, your financial and other resources, your reputation. Write down a list of the potential risks.

Rate the risks

Once you have identified the risks, they need to be assessed or measured in terms of the chance (likelihood) they will occur and the effect they might have if they occurred. Each risk can be rated using a risk scoring matrix (see Figure 1).

1. Take each risk and rate it on a scale of 1-3 of how likely it is (unlikely, possible or probable) and the impact if the risk happened (minor, moderate or severe).
 2. Place each risk on the matrix.

Figure 1: Risk scoring matrix

| | | | | |
|---------------|----------|-------------------|----------|----------|
| Impact | severe | 6 | 8 | 9 |
| | moderate | 3 | 5 | 7 |
| | minor | 1 | 2 | 4 |
| | | unlikely | possible | probable |
| | | Likelihood | | |

3. The likelihood x the impact = the score.
 4. To manage risks, concentrate on reducing the risks that fall in the 7-9 band, and then look at how you can manage or reduce the risks in the middle 4-6 band. Don't waste time on the low risks in the 1-3 band.
 5. From there, you can enter each risk in a risk register (see **Figure 2**).

Figure 2: Risk register

Risk management planning

Some ways of dealing with the risk are:

- Avoidance: look at ways of arranging things differently to avoid the risk.
- Transfer: can someone else take on the responsibility? (This option is usually quite limited.)
- Mitigation: if you can't avoid the risk, think of ways it could be minimised. For example, if the risk relates to staffing, a mitigation strategy might be to make sure there is back-up staff available.
- Acceptance: some risks will not go away so you will have to live with them. These are the ones to keep a close watch on. You might look at a fall-back plan for these risks.

Monitoring and evaluation

A plan is only useful if it works in practice. Monitoring and evaluation will help you assess this and give you information to improve the programme or service in the future.

Monitoring

Check regularly against your project plans on changes and progress. Monitor regularly the services you provide.

Operational plan monitoring

Monitoring of your operational plans should be a part of the regular board or management committee meeting (generally monthly or quarterly).

Monitoring services

To be effective, your services monitoring should be:

- regular
- methodical
- planned
- purposeful and meaningful
- structured into the way the group is managed.

The type of services monitoring data to collect may include:

- client numbers (by age, gender, ethnicity, income level, referral source, etc.)
- problems/issues being addressed (or not addressed)
- results of interventions
- level of need (e.g. waiting lists).

It is also useful to monitor trends in relation to overall service demand or provision, for example:

- changing consumer/client group
- changes in the wider community
- changes in inter-agency working
- impact of any particular local events on the services.

Regular, systematic monitoring provides information that can inform planning and provide a reliable basis for the evaluation of your project or service.

Evaluation

Evaluation is an essential phase in the planning cycle. It is a more formal process than monitoring and will help you find out:

- whether the project or programme is working as planned
- the impact that your group, project or programme is making.

The basis of evaluation is collecting and analysing data that will provide you with information to gauge the quality, effectiveness and efficiency of your services and projects. Evaluations will also show you how to improve a programme or service, and allow you to prove to others – such as funders or other stakeholders – how well your group is performing.

It might sound complicated, but you don't have to be a scientist or a mathematician to carry out a useful evaluation. Focus on what you want to learn about the service or programme you are evaluating, and how you will collect and understand the information you gather. Remember, any sort of evaluation will be better than doing none at all.

Starting point for an evaluation

Evaluation should be built in to the overall planning for the project or programme. When you set the programme outcomes or objectives, ask yourself: 'how will we know whether we are meeting these outcomes or objectives?' This is the starting place for evaluation.

Evaluation checklist

During an evaluation of a service or programme, ask yourself:

- What did we set out to do? What did we expect as a result?
- What did we do?
- How did we do it?
- What resources did we use?
- What has happened as a result? What was achieved?
- How did this match what we expected to achieve?
- What unexpected things happened?
- How successful has the programme/service been?
- What can we learn from what happened?
- What would we do differently if we were starting again?
- What changes (if any) do we want or need to make, and why?
- How will we do this?

<https://outlook.ccc.govt.nz/publications/EvaluationGuide/>

Ensuring the evaluation is effective

To be effective, an evaluation must be:

- relevant
- ‘owned’ by the participants (i.e. participants believe it is a useful exercise)
- timely
- manageable in terms of:
 - scale
 - resources (personnel and cost)
 - process/method
- planned and systematic
- include all relevant contributors
- acted upon.

Reporting

How detailed your evaluation report is will depend on for whom it is intended. For example, a report for a funder will probably be more formal and in-depth than an internal report for the members of your group. A good rule of thumb for any evaluation is that it should contain enough information so that someone outside the group can clearly see what you're evaluating and how you did it. Recording your evaluations will also help you when it comes time to do them again in the future.

http://managementhelp.org/evaluatn/fnl_eval.htm

Tip: Too often an evaluation finishes with an evaluation report that is used to impress potential funders, clients and other stakeholders. But if you feed the results of the evaluation back into the planning cycle, it will help you improve the service.

Where to go for more information

Online resources

1. **Starting a New Programme – Is it Really Feasible and How Will We Fund it and Where Do We Go From Here?** – http://www.help4nonprofits.com/NP_START_IsItFeasible_Art.htm .
2. **A Strategic Planning Template for Dummies** – <http://www.woodhillpark.com/categories/Free-Academic-Resources/Community-Resources/> .
3. **Keeping it Legal - E Ai Ki Te Ture – Getting Started** – <http://keepingitlegal.net.nz/learn-more/getting-started/> .
4. **Charities Commission – Planning** – <http://www.charities.govt.nz/Settingupacharity/Planning/tabcid/179/Default.aspx>. See also *Planning and evaluation* – <http://www.charities.govt.nz/Strengtheningyourcharity/Planningandevaluation/tabcid/263/Default.aspx> .
5. **Planning, SPARC's Club Kit** <http://www.sparc.org.nz/en-nz/communities-and-clubs/Toolkit-for-Clubs/Running-your-Club/Planning/> . Useful information and resources on planning for clubs and small groups.

6. Our Community (AUS) – Mapping your group's future – http://www.ourcommunity.com.au/boards/boards_article.jsp?articleId=1306 .
7. Free Management Library (US) – Strategic Planning – http://managementhelp.org/plan_dec/str_plan/str_plan.htm .
8. KnowHow NonProfit (UK) – Strategy – <http://www.knowhownonprofit.org/organisation/strategy> .
9. Nonprofit Good Practice Guide (US) – Organisational Planning and Management – <http://www.npgoodpractice.org/Topics/nonprofitresources/Default.aspx>
10. Te Papa's He Rauemi Resource Guides – <http://tepapa.govt.nz/NationalServices/Resources/ResourceGuides/Pages/overview.aspx#governance> . See the *Developing a Strategic Plan and Developing a Marketing Plan guides*.
11. Landcare Research's Stakeholder Analysis – <http://www.landcareresearch.co.nz/research/sustainablesoc/social/stakeholder.asp> .
12. GANTT charts – <http://www.ganttchart.com> .
13. CommunityNet Aotearoa – Risk Management How-to Guide – <http://www.community.net.nz/how-toguides/riskmanagement/> .
14. Australian Government's Risk Management Tools – http://www.ustrac.gov.au/risk_management.html .
15. Christchurch City Council's Evaluation Guide – <https://outlook.ccc.govt.nz/publications/EvaluationGuide/> .

Other publications

1. North Shore Community and Social Services' Strategic Planning Resources – <http://www.nscss.org.nz/publications/resources> . *Evaluating and Monitoring Projects that already exist; A Guide to Developing Management Plans; Marketing and Public Relations on a Shoestring*.
2. Strategic Planning for Not-For-Profit Organizations (Haworth Marketing Resources) – ISBN-10: 1560249196
3. Building Social Policy Evaluation Capacity, Social Policy Journal of New Zealand, Ministry of Social Development: <http://www.msd.govt.nz/about-msd-and-our-work/publications-resources/journals-and-magazines/social-policy-journal/spj19/building-social-policy-evaluation-capacity19-pages179-194.html> .
4. NZ Trade and Enterprise Guides to Starting a Business – <http://www.nzte.govt.nz/get-ready-to-export/Starting-a-business/Pages/Guides-to-starting-a-business.aspx> . The guides *Developing a business plan* and *Making sure your idea will work* have some good ideas that will also translate to a community setting.
5. A Guide to the Project Management Body of Knowledge (PMBOK Guide), Project Management Institute – <http://www.pmi.org/Marketplace/Pages/ProductDetail.aspx?GMProduct=00100035801> .